

The Impact on Client Outcomes of the Michigan Family Independence Agency's Centrally Coordinated Hiring Pool

Prepared by:



CPS Human Resource Services

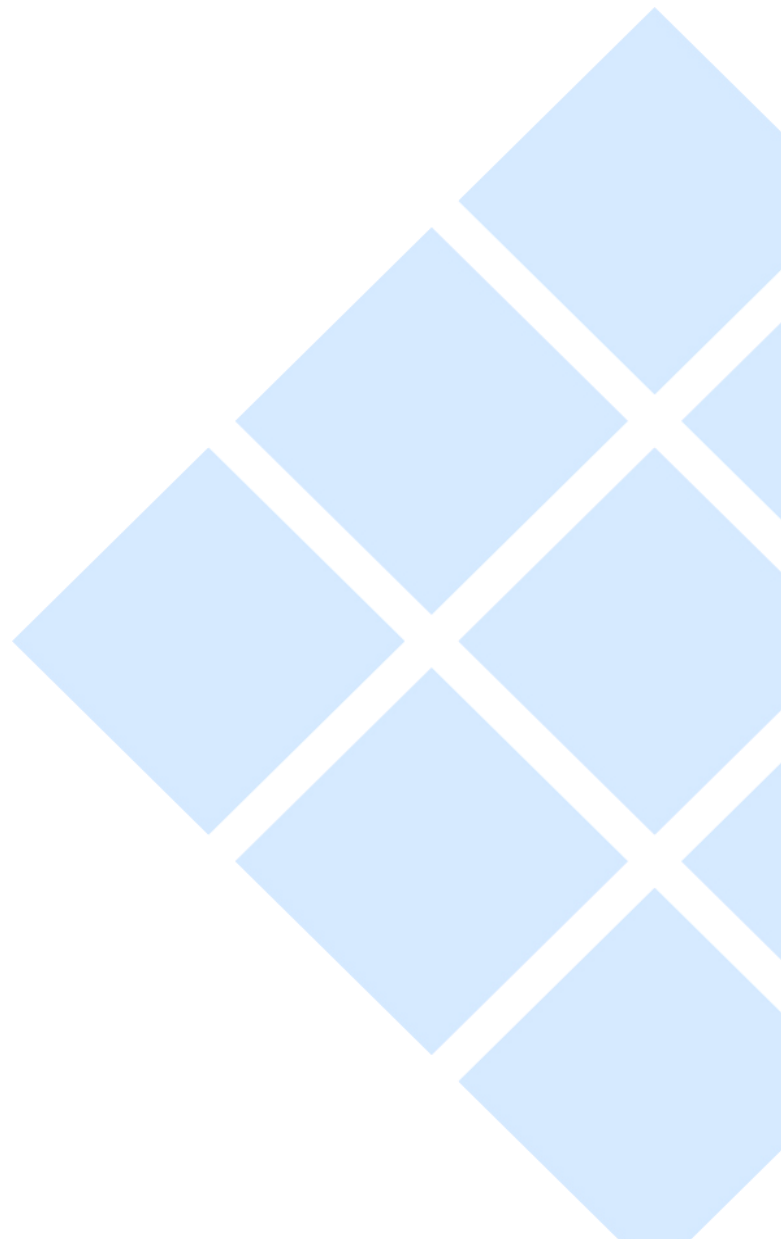
2923 Marketplace Dr., Suite 108
Madison, WI 53719
Phone: (877) 645-6823
Fax: (608) 442-5007
Tax ID: 68-0067209

Connie Champnoise
Regional Manager
Email: cchampnoise@cps.ca.gov

www.cps.ca.gov

Sponsored by:

**Annie E. Casey Foundation
Human Services Workforce Initiative**



CCHP Impact on Client Outcomes

One of the goals of our study was to determine whether the quality of employees hired through the CCHP process had any impact on FIA client outcomes. Informal feedback from new-worker trainers and supervisors suggests that employees hired through the CCHP process are of a higher caliber than employees hired before CCHP implementation. If these observations are accurate, we expected that we could demonstrate this through certain client outcome indicators.

We attempted to identify measures where employee performance had a measurable impact on client outcomes. We analyzed data from the Children's Protective Services and Foster Care programs, since nearly all CCHP hiring is done for these positions. Based on discussions with FIA administrators, we decided the best performance measure for which data was available was the length of time employees took to initiate and complete investigations of child abuse and neglect. Our analysis compares CCHP hires with those hired through the traditional process on certain timeliness standards for calendar year 2003.

Since data collection was labor intensive for the FIA, we limited our review to the Children's Protective Services workers from 32 work units in eight counties¹. Altogether, the sample included 62 "CCHP hires" and 69 "pre-CCHP hires" who met the criteria for the study. This was approximately 17 percent of all FIA Children's Protective Services workers. The criteria for inclusion in the study were:

- Employees hired before March 30, 2003.
- Employees who investigated 90 or more complaints during calendar year 2003.²
- Employees who were employed within the same county for at least nine months.

¹ The selected counties included Berrien, Genesee, Isabella, Jackson, Kent, Macomb, Oakland and Wayne. The five largest metropolitan counties were included because most of the employees hired through the CCHP process were placed in those locations.

² Most Children's Protective Services caseworkers investigate approximately ten complaints per month. Those investigating fewer than 90 complaints per year may have moved from one caseload to another (the data is tracked by caseload, not by worker), may have taken a leave of absence during the year, or may have had other responsibilities in addition to investigating complaints.

Methodology

We obtained all of the timeliness data from the FIA, PS-002 report (Children's Protective Services Unit Summary). The PS-002 includes the following relevant information by caseload and as a work-unit average:

- The number of complaints investigated.
- The percentage of investigations where the initial contact was made within 24 hours.
- The percentage of investigations where a face-to-face contact is made with the victim within 72 hours.
- The percentage of investigations completed within 30 days.
- The percentage of investigations where probable cause of abuse or neglect can be established.

The timeliness data were reported by caseload number within a work unit; we used a second report to match employee name with the caseload number. We reviewed personnel records to qualify employees based on the inclusion criteria.

Because the data for this analysis was obtained from work unit reports, most of the variables affecting timeliness and substantiation rates would be expected to be the same for both the CCHP hires and the non-CCHP hires in the sample. Within the work unit, all employees had the same supervisor, worked in the same community, operated under the same local policies, etc. Differentiating variables may have been the length of experience, individual competencies, and perhaps the difficulty of investigations (i.e., the assumption is that the newest workers are assigned less complex investigations).

The unit averages for each of the above-mentioned metrics were averaged to provide a baseline against which the data could be compared. It should be noted that the unit averages include data from all of the caseloads within the work unit, and not just those caseloads of the CCHP Hires and the Non-CCHP Hires included in the study.

Findings

The results of the analysis are displayed in table D-1 (page D-3). Overall, the CCHP hires have a higher rate of policy compliance in initiating and completing investigations. They also show a higher percentage of substantiated cases. In order to control for the probability that new employees may be given less complex cases to investigate, we recalculated the data to isolate the performance indicators of the CCHP employees who had at least one year of experience prior to the beginning of the January 2003 reporting period. The data demonstrate that the more experienced CCHP employees rank even higher in each of the above categories.

Table D-1: Timeliness of Investigations for CCHP and Non-CCHP Hires, 2003

	Number of Complaints Investigated	Investigations Initiated within 24 Hours (percent)	Face-to-Face Contacts within 72 hours (percent)	Investigations Completed within 30 Days (percent)	Cases Substantiated (percent)
CCHP Average	125.2	85.2%	84.6%	77.5%	23.2%
Non-CCHP Average	128.1	81.7%	80.7%	67.4%	22.4%
Average of Unit Averages	126.7	83.3%	78.8%	72.0%	22.8%
CCHP Median	128.5	88.4%	87.3%	81.4%	21.4%
Non-CCHP Median	129	84.9%	82.6%	69.4%	21.1%
CCHP Average - Experienced	125.1	87.4%	86.0%	74.0%	24.9%
CCHP Median - Experienced	129	89.5%	87.9%	76.3%	21.7%

Number of complaints investigated: The first column shows the number of complaints investigated during the twelve month period. When combining the CCHP Hires with the non-CCHP Hires (all of whom are considered experienced), the average number of complaints investigated during the year was 126.7. The CCHP average was slightly lower (125.2 investigations) and the non-CCHP group as slightly higher (averaging 128.1 investigations). When looking at the median number of complaints investigated, the numbers are nearly identical with the CCHP group averaging 128.5 and the non-CCHP group averaging 129.

Percent of investigations initiated within 24 hours: When averaging together all of the employees in the work units included in the study, 83.3 percent of the investigations were initiated within the required 24 hours. The CCHP rate is a bit higher (85.2%) and the non-CCHP rate a bit lower (81.7%). The difference is even greater when comparing the experienced CCHP staff to the experienced non-CCHP staff. When comparing these two groups directly, the CCHP group met the policy expectation approximately 7% more of the time.

Percent of face-to-face contacts made within 72 hours: The CCHP group made the face-to-face contact 84.6 percent of the time compared to 80.7 percent of the time for the non-CCHP group. The experienced CCHP group complied with policy in this area 86 percent of the time.

Percent of investigations completed within 30 days: The percentage of investigations completed within 30 days is the performance indicator which shows the greatest difference between the CCHP and non-CCHP groups. The CCHP group achieved the policy requirement in this area nearly 15 percent more often than did the non-CCHP group. Interestingly the experienced CCHP group showed a lower level of policy compliance in this area than the CCHP group as a whole (although still about 10 percent more frequently than the non-CCHP group). This reinforces the supposition that the experienced staff may be handling more the complex investigations that take more time to complete.

Percent of cases substantiated: The average substantiation rate for all of the work units included in the study is 22.8 percent. The greatest difference is between the experienced CCHP group and the non-CCHP group. Although the percent of substantiated cases appears to be similar for the two groups (24.9 percent compared to 22.4 percent), the CCHP group is determining probable cause in almost 10 percent more cases than the non-CCHP group.